



Equity Visioning and Planning





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CALIFORNIA

BERKELEY, FULLERTON,
LOS ANGELES, PASADENA,
RIVERSIDE, SACRAMENTO,
SAN DIEGO, SAN JOSE,
AND SONOMA

COLORADO

DENVER

OREGON

PORTLAND

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SAN ANTONIO

WASHINGTON

SEATTLE

April 30, 2020

Attn: Jarrad Venegas, Purchasing Manager
Green River College
12401 S. E. 320th Street
Auburn, WA 98092-3699

*RE: RFP 05-2020 - Equity Visioning and Planning for the College's Strategic
Plan Development*

Dear Jarrad Venegas and Selection Committee Members,

MIG, Inc. is pleased to submit our proposal to (l)-12.3 (l 4.257 0 Td(i)-8.112 (n)-J)15. Td(Fid0 -1.5 To



The MIG Team is best suited to work with Green River College and your Strategic Planning Consultant on this important effort based on the following qualifications:

- » **Extensive experience in community college systems.** We have a strong understanding of the value and impact of community colleges, with experience ranging from developing the California Community College System Statewide Strategic Plan to developing master plans at a wide range of community colleges and other higher education institutions throughout the nation.
- » **Deep experience in applying equity-centered frameworks and approaches.** We seed transformative change within our client organizations by building collaborative culture, systems, and skills to dismantle systemic barriers and pursue racial equity. We assist higher education institutions in examining equity at personal, interpersonal, institutional, and structural levels to achieve sustainable change.
- » **Expert visioning, facilitation, consensus-building, and public process skills.** We bring groups together in collaborative work efforts that are open, transparent, and inclusive. Our nationally-recognized process of facilitation and consensus building are rooted in creative engagement strategies that use a broad set of traditional and cutting-edge tools.
- » **Robust expertise in inclusive and equitable community engagement.** We prioritize engaging the communities most impacted by planning processes, especially those who have been historically left out of civic conversations, such as low-income communities, immigrants, limited-English proficient individuals, and communities of color. Our team also has full-capabilities to conduct this process in a virtual environment should Covid-19-related restrictions continue to limit in-person gatherings.
- » **Proven track record.** MIG offers a proven record of equity visioning and strategic planning success that increases decision-making capacity and secures stakeholder commitment for organizations and networks of all types and sizes.

Key MIG staff and task leaders are committed to supporting this project from inception to completion. We understand the opportunities and challenges facing Green River College and will function as your partner to give you access to the diverse skills, experience and problem-solving knowledge of the more than 260 professionals at MIG. I, **Daniel Iacofono, PhD**, will serve as the Principal-In-Charge, and **Jamillah Jordan** will serve as the Project Manager. Please do not hesitate to contact either myself or Jamillah if you need any additional information or have any questions.

The MIG Team is truly passionate about facilitating equitable access to higher education and supporting community colleges in pursuing their vision for equity. We would be honored to work with you on this important undertaking.

Sincerely,

MIG, Inc.



SLA

President, CEO
(510) 845-7549 | danieli@migcom.com



Jamillah Jordan
Project Manager/Equity Studio Director
(510) 845-7549 | jamillahj@migcom.com

April 30, 2020

Attn: Jarrad Venegas, Purchasing Manager
Green River College
12401 S. E. 320th Street
Auburn, WA 98092-3699

Dear Jarrad Venegas and Selection Committee Members,

The State Board of Community and Technical Colleges (SBCTC) has established a bold Vision Statement for its 34 Colleges: "Leading with racial equity, our Colleges maximize student potential and transform lives within a culture of belonging that advances racial, social and economic justice in service to our diverse communities."

As we note in our Equity Visioning and Planning proposal, persistent educational disparities play a significant role in preventing individuals from achieving economic mobility, finding fulfilling careers and reaching their full potential. Entrenched practices at all levels of U.S. education reinforce inequities and lead to drastically different outcomes for first-generation, low-income, and students of color. MIG assists colleges and universities in fully integrating equity throughout their institutional policies, processes,



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1. Technical Proposal



MIG proposes a sophisticated, integrated approach that combines elements of strategic planning, results-based accountability, stakeholder collaboration and organizational development. It builds on our understanding of college and university planning, partnerships, government finance, and creating synergistic opportunities for great strides forward.

Project Approach and Methodology

The MIG Team defines equity as the just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Across the nation, persistent educational disparities play a significant role in preventing individuals from achieving economic mobility, finding fulfilling careers and reaching their full potential.

For many students, the path to college completion is often a difficult journey. In addition to financial challenges, many students are under-prepared for college-level coursework. At the same time, entrenched practices at all levels of U.S. education reinforce inequities and lead to drastically different outcomes for first-generation, low-income, and students of color. MIG assists colleges and universities in fully integrating equity throughout their institutional policies, processes, and practices to improve student success, close equity gaps and increase educational attainment.

The MIG Team has designed a tailored, interactive Equity Visioning and Planning process that taps into the talents and knowledge of Green River College stakeholders—including the President, the Board of Trustees, the President’s Executive Leadership Team, faculty, staff, students and external stakeholders—to infuse equity within the Strategic Plan.

MIG will guide these stakeholders through the planning process using our carefully crafted methods to build consensus by engaging participants in a systematic process, with each step building toward the next until agreements are forged. We believe in listening, honoring, and collaborating to bring out the best ideas and most successful approaches. Having been heard, this process creates an authentic sense of ownership among participants

We bring the process to life, using our interactive strategy sessions, hands-on community forums, and dynamic facilitation techniques that engage all stakeholders.

Our approach promotes an informed decision-making process that is directly linked to the goals identified during project initiation. We carry out our assignments rigorously and interactively, recognizing that a strategic, innovative, rational, and well-documented process leads to the best planning and implementation possible.

Building on our extensive experience in producing equity-centered strategic plans that reflect the needs and values of our clients and their communities, the MIG Team will work collaboratively with the Strategic Planning Consultant to create a clear roadmap for Green River College's future that links aspirations to impacts. The final Strategic Plan will lay the foundation to ensure that the policies, practices and culture are equity-minded and focused on improving outcomes for all students.

Facilitation and Consensus Building

MIG will bring a wealth of experience promoting collaboration and facilitating consensus among multiple stakeholders. MIG is internationally known for our facilitative leadership approach, documented and

MIG strives to ensure that everyone in the organization assists in operationalizing the tools in the equity-centered strategic plans.

Stakeholder Engagement and Feedback

MIG believes in people and what people can do together when given the opportunity to share their needs, aspirations, and strengths, identify their

Decision-Making Support

MIG provides comprehensive decision-making support, including developing defensible criteria and tools, and a systematic procedure to make decisions related to governance, service models, infrastructure, resource allocations, and other priorities into the future. The decision-making support tools are necessary for the successful implementation of core strategies and are critical to establishing accountability for outcomes.

Work Plan

The following section outlines our proposed work plan for the Equity Visioning process in detail. The year-long planning process will take place from June 2020 through June 2021. While this scope of work provides a framework for the process, there is flexibility built-in to accommodate emerging needs in 2020 and 2021.

1.3 Background Research and Document Review

The MIG Team will conduct a high-level background review of related planning efforts and initiatives focused on equity, diversity and inclusion at Green River College. The goal of this review is to mine the common priorities and input collected from recent planning processes and initiatives, if any. This synthesis of community data and priorities will be used to not only inform the Equity Visioning process, but also the overall Strategic Plan.

1.4 Key Informant Interviews (6)

MIG will conduct six individual interviews with key stakeholders to collect input on the equity-focused issues and opportunities facing the College. Potential interviewees may include students, faculty, members of the of the President's Executive Leadership Team, the Board of Trustees, staff from the Office of Diversity, Equity and Inclusion, and external College partners in the broader community.

Interviewees will also share critical insights on how to create a culture of belonging and improve outcomes for all students, especially first-generation, low-income, and students of color.

The interviews will surface assumptions, hopes, expectations, potential roadblocks, and perceptions of what will be needed to infuse equity throughout the Strategic Plan. Each of these interviews provides an opportunity for key individuals to discuss concerns or priorities in a more intimate environment than that afforded by larger scale meetings. The results from each interview will be shared in aggregate.

MIG will work with staff to identify the appropriate interviewees. Each of these six interviews is expected to take approximately one hour. Ideally, each interview will be conducted in person, but can be done by phone or video conference, if required. MIG will document the interview results in a summary memorandum.

1.5 Best and Promising Practices Memorandum

The MIG Team will draw on its experience and involvement with other community college planning efforts to conduct a focused review of successful practices for advancing equity, diversity and inclusion. The MIG Team will research and assess promising practices for 1) hiring and retaining a diverse workforce,

Outreach channels to promote the survey may include the college website, social media, campus newsletters and other established communication channels. Print copies of the survey will also be distributed at campus



PHASE 3: DEVELOPING THE STRATEGIC PLAN (APRIL - JUNE 2021)

3.1 Draft Strategic Plan

MIG will provide input and feedback on the Draft Strategic Plan developed by the Consultant Team to ensure that an equity lens is applied to the strategic pillars, actions and implementation approach. MIG will provide clear direction on how to strengthen the equity focus, monitor activities to help close equity gaps, and enhance the Steering Committee's efforts to transform the college's institutional practices.

3.2 Steering Committee Meeting #3

In collaboration with the Consultant Team, MIG will co-design and facilitate the third Steering Committee meeting. The discussion will focus on the providing input on the Draft Strategic Plan and implementation recommendations.

MIG will also lead a discussion on the action learning approaches and capacity-building trainings to deepen the College's efforts to infuse equity in all that it does and deliver the desired outcomes.

3.3 Final Strategic Plan

MIG will review and provide final input on the Strategic Plan. MIG will work closely with the Consultant Team to incorporate input from the Steering committee and other stakeholders. The Final Strategic Plan will be presented to the President and College Board of Trustees for adoption.

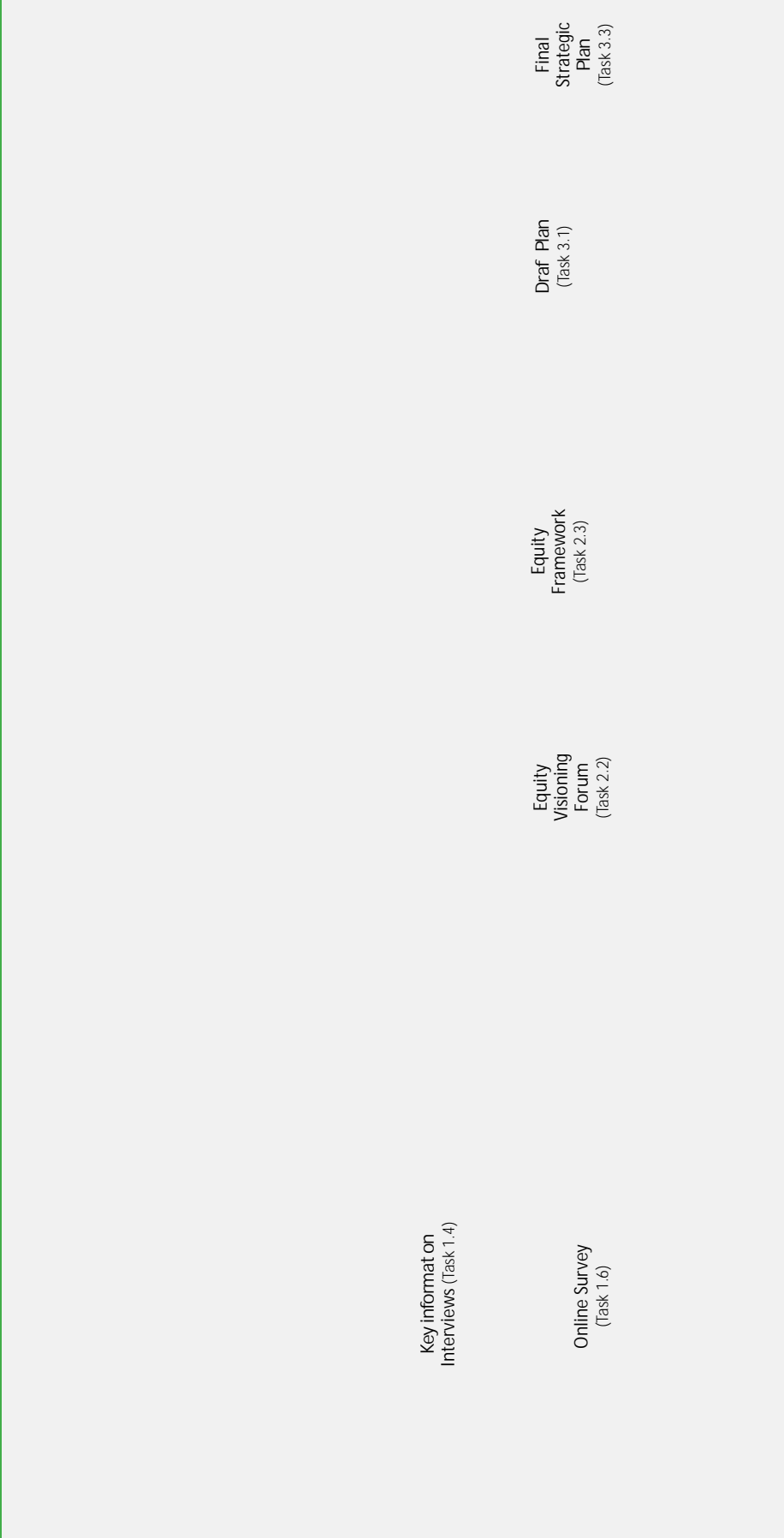
Phase 3 Deliverables:

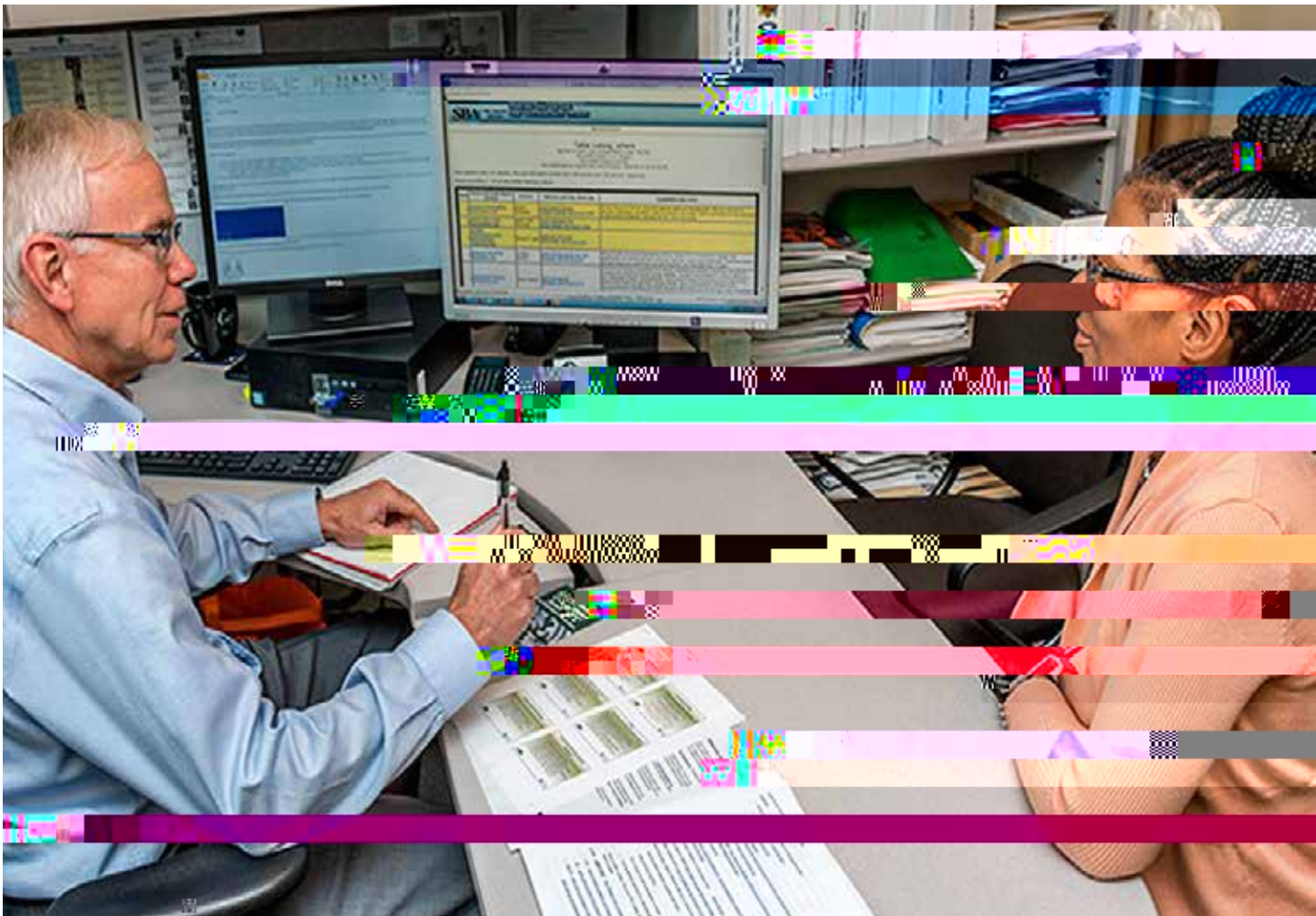
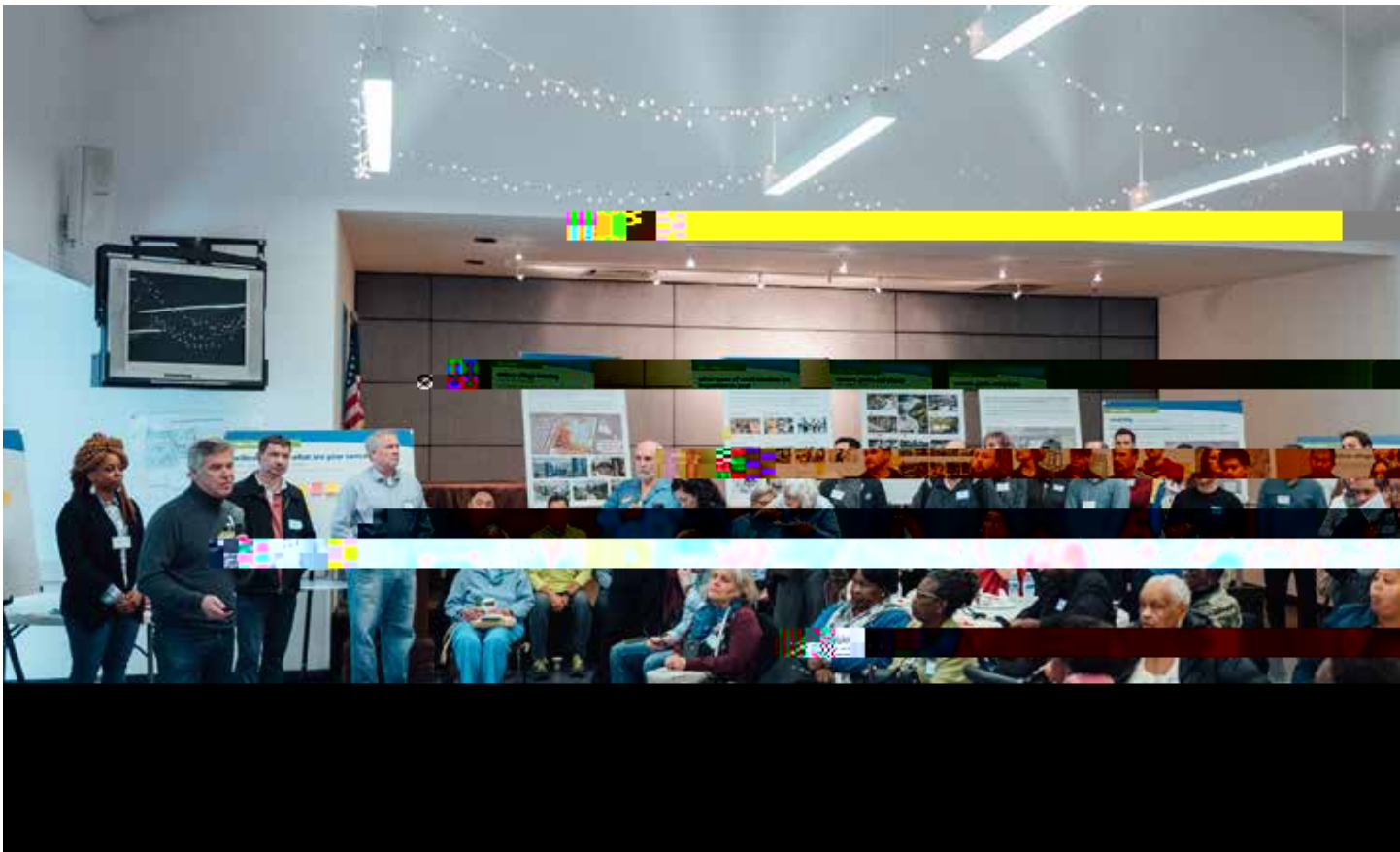
- » Steering Committee agenda, presentation materials and summary notes
- » Review and refinement of Draft Strategic Plan
- » Final Strategic Plan

Project Schedule



PROCESS SCHEDULE





AREAS OF EXPERTISE

- » Strategic Planning
- » Campus Community Engagement
- » Urban Design

EDUCATION

- » Ph.D., Environmental

Carolyn Verheyen is an expert in facilitation and outreach, social policy planning, community service delivery, strategic planning, and organizational development. Public, private, and nonprofit clients seek her guidance as an agent of positive and transformative change in improving the lives of the people they serve. Her work is informed by a deep understanding of how an environment—physical and social—not only shapes human behavior, but also contributes to opportunity, well-being, connection, and sense of purpose. Carolyn's content knowledge encompasses every area of community and social services. She has worked at every organizational level with line staff, managers, CEOs, and Board members. As a facilitator and strategic planner, Carolyn is known for her sensitive listening, objective assessment, peer-oriented coaching, and equity lens. Because many of her projects involve multiple parties of interest, she strives to foster collaboration with a strategic focus that overrides ego, competition, and organizational or

Jamillah Jordan is an accomplished planner and project manager with a strong background in strategic planning, community engagement and process design. As Director of the Equity Studio at MIG, Jamillah works with a wide range of public and private sector partners to apply an equity lens to social policies, community development projects and educational initiatives. Recognized as a skilled facilitator, Jamillah has led numerous stakeholder engagement processes that build consensus, organizational capacity and a vision for the future. Jamillah possesses a strong background in facilitative

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AREAS OF EXPERTISE

- » Public Involvement and Outreach
- » Community Visioning
- » Graphic Design
- » Communications

EDUCATION

- » Liberal Arts, University of Illinois, Urbana-Champaign
- » Graphic Design, Columbia College, Chicago, Illinois

Maria Mayer

A A

Maria Mayer brings over 25 years organizational experience and a broad range of skills, including client and stakeholder communications, outreach coordination, graphic recording, research and database management, writing and editing, and graphic design, to MIG. This combination of skills has made her highly effective in supporting all aspects of MIG outreach efforts. Ms. Mayer is known for her attention to detail and follow-through, calm demeanor and problem-solving abilities.

Ms. Mayer has facilitated all phases of meeting organization; administered and arranged a wide variety of public outreach processes ranging from small-scale local efforts to statewide campaigns; assisted with the development and revision of public participation plans, including BART's Title VI participation plan; recruited and organized focus groups to obtain community feedback; assisted with the editing and maintenance of project websites; analyzed public survey data and comments; written, edited and designed final summary reports. She has supported multiple projects for public and private sector organizations and agencies on the city, county, state and federal level.

SELECTED PROJECT EXPERIENCE

- » Si Se Puede Collective Strategic Plan 2017-2020, San Jose, CA
- » First Five Early Childhood Mental Health System Development, Statewide, CA
- » Bay Area Children in Nature Collaborative Strategic Plan Implementation Assistance, Bay Area, CA
- » Santa Clara County Health & Hospital System Mental Health Services Planning Support, Santa Clara County, CA
- » San Francisco Arts Commission Strategic Plan 2014-2019, San Francisco, CA
- » Pleasanton Youth Master Plan Update, Pleasanton, CA
- » California Department of Transportation (Caltrans) On-Call Public Outreach and Engagement Services, Statewide, CA
- » BART Title VI Public Participation Plan and Community Meetings, San Francisco Bay Area, CA
- » Caltrans Strategy Development for the Public Participation Plan, Statewide, CA
- » Caltrans District 3-SACOG MTP 2035 Update Environmental Justice Focus Groups, El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba Counties, CA
- » Plum Creek Envision Alachua Public Outreach and Consensus Building Process, Gainesville, FL

MIG developed an action-oriented strategic plan for the Si Se Puede! Collective, which is a focused collaboration of four established and respected organizations led by women of color in the Mayfair neighborhood of East San Jose. Mayfair is a vibrant and historical working-class cultural hub drawing immigrants from Latin American and Asian countries.

The MIG Team partnered with the Si Se Puede! Collective to develop strategies to formalize their union using a model of organizational collaboration and interdependence. MIG brought to the planning effort both our extensive experience in collaboration support and research in best and promising practices for collective impact. The effort was also informed by MIG's deep understanding of the intentionality, brave self-analysis, and constant vigilance required to advance equity—a practice extending far beyond simply having all parties present at the table.

Through regular meetings with the Collective's Steering Committee, plus a day-long retreat including key staff and Board members, MIG applied the principles of collective impact to help the Collective self-assess their collaborative functioning and make clear agreements for accountability, communication, conflict resolution, and operational protocols.

The strategies were accompanied by a detailed implementation plan including evaluation and performance measures. To ensure that the implementation process adheres to the Collective's vision throughout any personnel changes, the plan included development of MOU Agreements for the Collective and for external partners. The Si Se Puede! Collective Strategic Plan was completed in July 2018 and the Collective continues to work together to achieve community sovereignty, challenge existing systems and shift power back to the hands of the community.



CASE STUDY CU-ICAR

CU-ICAR is a partnership between Clemson University, BMW, and other

and regional industrial enterprise in the world. Started in the early 2000s, the campus will eventually include five technology neighborhoods, each designed for optimizing a collaborative environment.

At the core of the campus is the CU-ICAR Automotive Research Center, a four-story multi-tenant facility, including classrooms/labs for Clemson University.

How did it get started?

The campus started as a large farmland-owned parcel of land that was gifted to Greenville County under the condition that a technology center be created. The County worked with Clemson University. The County approached the County and Clemson University with a partnership concept.



Concord Campus District Vision Framework

A

The economy in the United States and throughout the world is constantly evolving. Traditional academic and career pathways no longer bear the same fruit they did even a generation ago. And the competitiveness for industries to be innovative and attract talented people has never been higher.

MIG and the City of Concord led a Blue Ribbon Committee made up of community leaders to thoughtfully discuss the new realities. The Committee analyzed regional and national trends, studied campuses and innovation districts throughout the nation, and formulated a clear vision to strategically support regional economic and higher education through a new campus model—one that combines multiple academic intuitions at various grade levels, research and development, and manufacturing opportunities.

Based on this Vision, the City and local/regional partners will work together to create a campus district that is impactful on the region, nation, and beyond. Building from the Bay Area's culture of innovation, world-class human capital, and unmatched institutional prestige, the project provides a truly unique and once-in-a-lifetime opportunity to create the next generation of academic and industry partnerships. One that is custom designed to serve the needs of the primary users, while also being self-governed to allow for the free flow of ideas, education, and innovation.



South Orange County Community College District Education Master and Strategic Plan

A A

Established in 1967, the South Orange County Community College District (SOCCCD) is a multi-campus district comprised of Saddleback College, Irvine Valley College, and the Advanced Technology & Education Park (ATEP). Student headcount in fall 2018 was nearly 42,000 students.

The Education Master and Strategic Plan (EMSP) is a long-range plan consisting of three distinct but wholly aligned documents: the SOCCCD District-Wide Strategic Plan, the Irvine Valley College Education Master Plan, and the Saddleback College Education Master Plan. The SOCCCD District-Wide Strategic Plan (DWSP) provides an overarching strategic framework for the District and its two community colleges. Complementing the DWSP, the two Education Master Plans provide guidelines for programmatic decision-making based on the education needs of their students.

To develop the EMSP, MIG facilitated an extensive public engagement process that generated robust input from faculty, staff, students, and community stakeholders; outreach enriched by in-depth research and quantitative data analysis carried out by MIG.

Public engagement included two days of workshops on both campuses, an online questionnaire, and a district-wide planning charrette.

MIG staff also developed program assessment data and growth projections, enabling divisional leadership to develop analytical overviews of the current state and future direction of their respective programs.

The MIG Team has prepared the following cost estimate for the services described in the Work Plan presented in the Technical Proposal. Our team works hard to provide our clients with value throughout the planning process and to alleviate the burdens on staff throughout the effort. With that said, we are happy to work

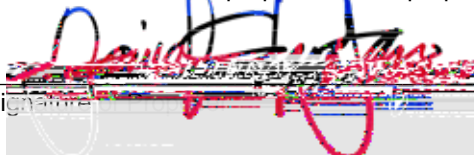
4. Required Attachments and Other Materials



ATTACHMENT A-CERTIFICATIONS AND ASSURANCES

I/we make the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 60 days following receipt, and it may be accepted by the AGENCY without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of the State of Washington, Green River College whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. (Any exceptions to these assurances are described in full detail on a separate page and attached to this document.)
5. I/we understand that the College will not reimburse me/us for any costs incurred in the preparation of this proposal. All proposals become the property of the College, and I/we claim no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by him/her prior to opening, directly or indirectly to any other Proposer or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.
8. No attempt has been made or will be made by the Proposer to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

	<u>MIG, Inc.</u>
Signature	Company Name
<u>Daniela Coriano, PhD, President, CEO</u>	<u>April 29, 2020</u>
Name and Title	Date



Vendor Name _____ RFP-05-2020 - Equity Visioning and Planning

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Form **W-9**
(Rev. January 2005)
Department of the Treasury
Internal Revenue Service

**Request for Taxpayer
Identification Number and Certification**

Give form to the
requester. Do not
send to the IRS.

type
instructions on page 2

Name (as shown on your income tax return)

Moore Iacofano Goitsman, Inc.

Business name, if different from above

Check appropriate box:

Individual/
Sole proprietor

Corporation

Partnership

Other

Exempt from backup
withholding

